

## EMPLOYEE PERFORMANCE IN SERVICE UNDER LIMITED HUMAN RESOURCES

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Diterima: Januari 25 2025

Direvisi: Januari 28 2025

Diterbitkan: Januari 30  
2025

### Abstract

This study examines employee performance analysis in providing services to prospective Umrah pilgrims at PT. Qiblatain Safarina Bakti under conditions of limited human resources. The background of the study is based on the significant increase in demand for Umrah services that requires travel agencies to continue to provide quality services, despite facing limitations in the number of available workers and competencies. This study uses a qualitative approach with data collection methods through interviews, observations, and literature studies from relevant references. The results show that limited human resources have an impact on workload imbalances and dual task practices that often cause stress for employees. Nevertheless, the company strives to maintain service quality through collaboration strategies, regular evaluations, competency improvement, and intensive communication with pilgrims. Further analysis reveals that motivation, skills, and the work environment are the main factors determining service quality. This study confirms that the constraint of limited human resources is not always an absolute obstacle. With adaptive management, these challenges can be minimized so that services remain consistent and professional. The implication of this research is the need for a strategy to strengthen human resource capacity, both through increasing the number of workers and improving skills, so that Umrah travel agencies are able to respond to the ever-growing demands of society.

**Keywords:** *Employee Performance, Umrah Pilgrim Services, Human Resources*

### ملخص

تبحث هذه الدراسة في تحليل أداء الموظفين في تقديم الخدمات للحجاج المعتمرين المحتملين في PT. Qiblatain Safarina Bakti بموارد بشرية محدودة. تستند خلفية الدراسة إلى الزيادة الكبيرة في الطلب على خدمات العمرة مما يتطلب من وكالات السفر الاستمرار في تقديم خدمات عالية الجودة، على الرغم من مواجهة قيود في عدد العمال والكفاءات المتاحة. تستخدم هذه الدراسة نهجًا نوعيًا مع أساليب جمع البيانات من خلال المقابلات والملاحظات ودراسات الأدبيات من المراجع ذات الصلة. تشير نتائج الدراسة إلى أن الموارد البشرية المحدودة لها تأثير على اختلالات عبء العمل وممارسات المهام المزدوجة التي غالبًا ما تسبب ضغطًا على الموظفين. ومع ذلك، تسعى الشركة جاهدة للحفاظ على جودة الخدمة من خلال استراتيجيات التعاون والتقييمات المنتظمة

وتحسين الكفاءات والتواصل المكثف مع الحجاج. يكشف المزيد من التحليل أن الدافع والمهارات وبيئة العمل هي العوامل الرئيسية التي تحدد جودة الخدمة. تؤكد هذه الدراسة أن قيد الموارد البشرية المحدودة ليس دائمًا عقبة مطلقة. من خلال الإدارة التكميلية، يمكن تقليل هذه التحديات بحيث تظل الخدمات متمسقة ومهنية. إن ما يستخلص من هذا البحث هو الحاجة إلى استراتيجية لتعزيز قدرات الموارد البشرية، سواء من خلال زيادة عدد العاملين أو تحسين المهارات، حتى تتمكن وكالات سفر العمرة من الاستجابة للطلبات المتزايدة للمجتمع

**الكلمات المفتاحية:** أداء الموظفين، خدمات المعتمرين، الموارد البشرية

## Abstrak

*Penelitian ini menelaah analisis kinerja karyawan dalam memberikan pelayanan kepada calon jamaah umrah pada PT. Qiblatain Safarina Bakti dengan kondisi keterbatasan sumber daya insani. Latar belakang penelitian didasari oleh peningkatan signifikan permintaan layanan umrah yang menuntut biro perjalanan tetap memberikan pelayanan berkualitas, meskipun menghadapi keterbatasan jumlah tenaga kerja maupun kompetensi yang tersedia. Penelitian ini menggunakan pendekatan kualitatif dengan metode pengumpulan data melalui wawancara, observasi, serta studi pustaka dari referensi yang relevan. Hasil penelitian menunjukkan bahwa keterbatasan sumber daya insani berdampak pada ketidakseimbangan beban kerja serta praktik rangkap tugas yang tidak jarang menimbulkan tekanan bagi karyawan. Meski demikian, perusahaan berusaha menjaga mutu pelayanan melalui strategi kolaborasi, evaluasi berkala, peningkatan kompetensi, dan komunikasi yang intensif dengan jamaah. Analisis lebih lanjut mengungkapkan bahwa motivasi, keterampilan, dan lingkungan kerja menjadi faktor utama yang menentukan kualitas pelayanan. Penelitian ini menegaskan bahwa kendala keterbatasan sumber daya insani tidak selalu menjadi hambatan mutlak. Dengan manajemen yang adaptif, tantangan tersebut dapat diminimalisasi sehingga pelayanan tetap konsisten dan profesional. Implikasi dari penelitian ini adalah perlunya strategi penguat kapasitas sumber daya manusia, baik melalui penambahan jumlah tenaga kerja maupun peningkatan keterampilan, agar biro perjalanan umrah mampu menjawab tuntutan masyarakat yang terus berkembang.*

**Kata kunci:** Kinerja Karyawan, Pelayanan Jamaah Umrah, Sumber Daya Insani

## INTRODUCTION

The Umrah pilgrimage is highly sought after by Muslims, especially in Indonesia. This high level of enthusiasm has significantly boosted the growth of the Umrah travel industry. Travel agencies are required to provide optimal service so that pilgrims feel safe, comfortable, and receive comprehensive guidance. Employees play a crucial role from the registration stage to the pilgrim's return home. Service quality is a key indicator of public trust in the Umrah travel organization (Zulkifli et al., 2022).

In Umrah organizing organizations, employees serve as the frontline, interacting directly with pilgrims. They perform various tasks, from administration and Umrah package consultations, facility explanations, to worship assistance. Pilgrim trust is crucially determined by the quality of employee interactions. In addition to technical skills, employees are also required to possess empathy, patience, and effective communication. Professional service will increase pilgrim satisfaction and company loyalty

(Fikriah & Hartono, 2023).

However, many Umrah travel agencies still face the challenge of limited human resources. Limited employee numbers lead to the practice of multitasking, resulting in an unbalanced workload. These conditions impact the effectiveness of services provided to pilgrims. Furthermore, not all employees receive adequate training and experience in dealing with diverse pilgrims. This limitation becomes even more severe as the number of pilgrims continues to increase year after year (Hasani et al., 2023).

Based on these conditions, this study formulated several key service questions. First, how do employees perform in providing services to prospective Umrah pilgrims amidst limited human resources? Second, what factors hinder their performance, in terms of numbers, skills, and work systems? Third, how do limited human resources affect service quality and pilgrim satisfaction (Chaerunnisa et al., 2022). These questions form the basis of the study, entitled "ANALYSIS OF EMPLOYEE PERFORMANCE IN SERVICE TO PROSPECTIVE UMRAH PILGRIMAGES WITH LIMITED HUMAN RESOURCES AT PT. QIBLATAIN SAFARINA BAKTI."

## **RESEARCH METHOD**

This study uses a qualitative approach because its main focus is to deeply understand employee performance in serving prospective Umrah pilgrims at PT. Qiblatain Safarina Bakti. The primary data was obtained through in-depth interviews with Jamila, who is the only active employee at the company. Structurally, she is listed in the finance department, but due to limited human resources, she also handles all other administrative tasks, from ticket management and registration processes to financial report preparation. In addition to interviews, the researcher also conducted simple observations and supplemented data such as journals, articles, and literature studies from relevant references. All collected data was then analyzed by reviewing to obtain a clear picture of the conditions in the company.

## **RESULTS AND DISCUSSION**

Interviews with employees revealed that PT. Qiblatain Safarina Bakti was officially established on April 24, 2024. Its founding was driven by a determination to provide a travel agency capable of providing professional, trustworthy, and competitive services in the tour and travel sector, particularly for Hajj and Umrah. From the beginning, the company emphasized the importance of building pilgrims' trust with transparent, friendly, and sharia-compliant services. In its initial operational phase, the company operated with a limited network. However, over time, and thanks to the support of experienced staff, Qiblatain Safarina Bakti experienced significant growth. The services

offered expanded, including airline ticket bookings, hotel reservations, travel document processing, and travel insurance. The company's journey is certainly not without challenges, particularly in maintaining service quality amidst the increasingly competitive travel industry. Nevertheless, a commitment to always prioritizing pilgrim satisfaction is a crucial foundation that enables PT. Qiblatain Safarina Bakti to survive, grow, and compete nationally and globally.

Based on interviews conducted at PT. Qiblatain Safarina Bakti, The human resources (HR) situation at PT. Qiblatain Safarina Bakti demonstrates a well-organized organizational structure, aligned to specific areas of work, despite the limited number of employees. Tasks are clearly defined to ensure the smooth operation of each service function, from the administration, which handles the completion of pilgrim documents, to the registration and payment staff, which manages the financial and administrative aspects, to the tour leader, which accompanies pilgrims throughout their journey, and to the marketing division, which acts as a liaison during the registration process. This division reflects the company's efforts to optimize HR to ensure effective and continuous service delivery. However, the limited workforce has led to the practice of multiple roles, where one person must perform more than one role. This situation creates an imbalance in the workload, potentially reducing service quality and increasing the risk of errors. From a human resource management perspective, this phenomenon can trigger work stress and reduce productivity if not addressed with appropriate management strategies, such as cross-functional training, increasing employee capacity, and recruiting as needed. Therefore, even though the organizational structure is already quite effective, the company still needs to continuously evaluate and improve its human resource management to ensure optimal service quality for Umrah pilgrims, even amidst limited staff.

The service provided by PT Qiblatain Safarina Bakti to prospective Umrah pilgrims demonstrates an integrated service approach that encompasses the entire pilgrimage journey. The initial stage begins with the registration administration process, which includes recording identity and completing departure documents, including passports and visas, so that pilgrims can receive guaranteed security regarding the legality of their travel. The payment process is also systematically managed by administrative staff to comply with company regulations and maintain transparency for pilgrims. Furthermore, the company provides manasik guidance services aimed at improving pilgrims' understanding of the procedures for performing Umrah according to Islamic law, so they are better prepared mentally and spiritually. Upon departure, tour leaders play a crucial role in providing direct assistance, both regarding the technical aspects of the trip and pilgrims' needs on the ground, ensuring a sense

of security and comfort. The marketing division also supports the service by providing clear and accurate information regarding procedures, costs, and facilities, while also acting as an active liaison between the company and prospective pilgrims. The services provided are oriented towards the comfort of pilgrims, with the company committed to ensuring all pilgrimage needs are met according to applicable standards. This demonstrates that the company focuses beyond administrative, spiritual, and support aspects, thus supporting pilgrims' satisfaction during their Umrah pilgrimage (Safrina et al., 2023).

Limited human resources (HR) at PT. Qiblatain Safarina Bakti are a major factor affecting the effectiveness of services for prospective Umrah pilgrims. The limited number of employees results in an uneven distribution of the workload, often requiring one employee to perform multiple functions simultaneously, such as processing administrative documents while assisting pilgrims. This situation creates an imbalance in the workload, potentially slowing down the task completion process and compromising the quality of life.

This situation also increases the quality of service provided to pilgrims. From an operational management perspective, this situation also increases the risk of technical errors, both in document processing and during direct assistance, which can ultimately impact pilgrim satisfaction. The challenges become more complex when the number of pilgrims increases over a certain period, as employees struggle to maintain consistent communication and coordination. This results in suboptimal information delivery and a decline in the quality of interactions between the company and pilgrims. Theoretically, limited manpower can lead to work overload and decreased service effectiveness if not addressed with appropriate managerial strategies. Therefore, the company needs to take corrective measures, such as adding more workers, optimizing technology-based work systems, and improving employee competency through training programs. Therefore, although limited human resources are a real obstacle, adaptive management strategies can help the company maintain professional service quality and a focus on pilgrim satisfaction.

The strategies and efforts of PT. Qiblatain Safarina Bakti employees in maintaining service quality reflect the application of teamwork and professional commitment, despite limited human resources. One of the steps taken is mutual assistance across work areas, where employees who have completed their tasks will support colleagues in other areas. This collaborative pattern not only expedites work completion but also creates synergy that supports the smooth operation of the company. Furthermore, the company routinely conducts monthly evaluations to assess the effectiveness of its service

system and identify aspects that require improvement. These evaluations are a crucial tool for achieving continuous improvement, thereby maintaining service quality. Other efforts include training focused on mastering technical skills and developing soft skills, ensuring employees are more competent and humane in serving pilgrims. Furthermore, a commitment to consistent communication with pilgrims is a key strategy for maintaining harmonious relationships, preventing misunderstandings, and increasing pilgrims' trust in the company. This demonstrates that despite a limited workforce, implementing strategies based on collaboration, evaluation, training, and effective communication can minimize obstacles and ensure optimal service standards are achieved. Thus, PT Qiblatain Safarina Bakti can maintain the quality of its services to Umrah pilgrims professionally despite existing limitations (Abdussamad, 2019).

An analysis of employee performance at PT Qiblatain Safarina Bakti based on performance theory shows that service quality is influenced by a combination of motivation, competence, and work environment factors. Motivation is reflected in employees' enthusiasm for providing the best service despite limited human resources. This aligns with work motivation theory, which emphasizes that intrinsic motivation, such as a sense of responsibility and commitment to a task, can improve performance despite external obstacles. Employee competence also plays a crucial role, as evidenced by the division of tasks based on their areas of expertise. For example, administrative staff are responsible for document management, while tour leaders are primarily responsible for assisting pilgrims in the field. This division of roles demonstrates a match between individual abilities and job responsibilities, enabling more measurable and effective performance. Meanwhile, a conducive work environment is fostered through teamwork, a culture of mutual assistance, and regular monthly evaluations that enable continuous improvement of the service system. Based on this theory, it can be concluded that despite the limited number of human resources, PT Qiblatain Safarina Bakti is still able to maintain service quality that is considered quite good by pilgrims. However, ongoing evaluation is needed to minimize potential problems and continuously improve service standards. Thus, employee performance theory is able to explain how motivation, competence, and work environment in an integrated manner influence the quality of service in the company (Damayanti & Meri Dwi Anggraeni, 2024).

## CONCLUSION

Based on the results of research on Employee Performance Analysis in Serving Prospective Umrah Pilgrims with Limited Human Resources at PT. Qiblatain Safarina Bakti, it can be concluded that employee performance plays a

very significant role in determining the quality of service provided to pilgrims. Employees as the front line of service are required to be able to carry out their duties professionally, with empathy, and with good communication skills. However, limited human resources are a major obstacle faced by the company, especially because the limited number of employees leads to the practice of double duties, an unbalanced workload, and the risk of a decline in service quality. Nevertheless, the company has demonstrated positive efforts through collaboration strategies between employees, regular evaluations, and training aimed at improving competency. This shows that motivation, competency, and the work environment still play an important role in maintaining service consistency. Thus, limited human resources are indeed a real challenge, but can be minimized through proper management so that the quality of service to pilgrims is maintained.

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